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Management: A Survey of Military Institutions

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FINAL REPORT

SOCIAL RESEARCH AND MILITARY MANAGEMENT: A SURVEY OF MILITARY INSTITUTIONS

To: Air Force Office of Scientific Research

From: Roger W. Little, Ph.D., Principal Investigator

The purpose of this report is to indicate the status of the research effort indicated above, as of September 30, 1969, the date on which support (funding) by the Air Force Office of Scientific Research is terminated.

Despite the ever-increasing salience of military organization in modern society and the expanded research activity concerned with military roles, there has been no systematic collection and analysis of the literature related to it. Especially within the past five years, social research on military organization and the military profession has increased in scope and quality. Attention has also been focussed on the impact of military operations on the larger society, social change, and the socio-political context in which military systems operate. As a result there is a growing body of research data and information produced by social scientists which is of relevance to scholars as well as those concerned with policy matters related to the military establishment.

This body of knowledge is not utilized however, to the extent possible in further research or in the formation of public policy for several reasons. The research is carried on and reports prepared by a variety of sources with differing relationships to the military

establishment: some within the military establishment, others for the military departments under contract or grant arrangements, and many independently by university based scholars under foundation or other private sponsorship. Much research done for specific operational requirements is never published and therefore not generally available to research personnel, military educators, military managers, or public officials. There is also an ever-increasing amount of relevant research being done by foreign governments.

The full value of this research is not being exploited despite the marked improvement in bibliographic services provided by such agencies as the Defense Documentation Center, the Clearinghouse for Scientific and Technical Information of the U.S. Department of Commerce, and the Air University Library. Contributions by social scientists tend to find their way into specialized journals where they are missed by many who would find them of critical relevance to ongoing research on current operational problems. Within military organization the situation is further complicated by the rotation of staff officers and specialists so that those who are familiar with relevant studies for one problem are replaced by different personnel who tend to re-define the same problem unaware of the earlier studies.

The basic need has been for some mechanism of collecting, reviewing, and synthesizing specific research findings for presentation in a form that will be of lasting value to social scientists and officials concerned with the relations between armed forces and society.

This volume was conceived as an effort to meet that need. Attempts were made to find the best-qualified persons available to write each essay. Each author was asked to first survey all the available published and unpublished social research on the assigned topic, to identify the major problematic issues, and to state them in propositional form. It was expected that the essays would be comparative of all the services and wherever possible, would include materials from foreign sources. Authors were encouraged to stress recent empirical data and formulations and to relate them to older hypotheses.

The titles of the essays and the authors are as follows:

1. Military Organization, by Morris Janowitz.
2. Primary Groups in Military Organization, by Alexander George.
3. Manpower Resources and Procurement, by Harold Wool.
4. Personnel Selection and Performance Prediction, by Paul Nelson.
5. Basic Education and Youth Socialization in the Armed Forces, by Morris Janowitz.
6. Troop Information, by Amos Jordan.
7. The Military family, by Roger Little.
8. Minority Groups in Military Organization, by Charles Moskos.
9. Civil Affairs and Military Government, by Alex Hauserath.
10. Psychological Operations, by Konrad Kellen.
11. Covert Operations, by Paul Blackstock.

12. Officer Education, by Amos Jordan.
13. Psychiatric and Social Work Services, by Bernard J. Wiest and Donald A. Devis.
14. Military Involvement in Revolutions, by William Kornhauser.
15. Conscription: International Comparisons, by Albert Blum.
16. Military Participation in Domestic Disorders, by Martin Blumenson.
17. The Social Dynamics of Revolutionary Guerilla Warfare, by Franklin Mark Osanka.
18. Retirement and Re-entry, by Albert Biderman.

Certainly there will remain a continuing need for revision, analysis, and documentation. However, it is expected that this volume will establish a base line for future studies. It is especially hoped that its deficiencies will stimulate efforts to collect and codify the vast amounts of untapped data which are available in the military establishment, or to direct the attention of scholars to the study of crucial topics for which we could find no suitable author.

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13. ABSTRACT The basic need has been for some mechanism of collecting, reviewing, and synthesizing specific research findings for presentation in a form that will be of lasting value to social scientists and officials concerned with the relations between armed forces and society. A volume of essays on selected topics in military organization was conceived as an effort to meet that need. Each author made a survey of the published and unpublished literature in his topic area, identified the problematic issues, and stated them in propositional form. The essays have been divided into four parts: I. Organizational Structure; II. Occupational Socialization; III. Operational Institutions; and IV. Emerging Institutional Features. Parts I and II are published as Volume I; Parts III and IV are published as Volume II.				

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Covert operations						
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Psychiatric services						
Social work services						
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